

Beetham CE Primary School

Wellbeing Management Procedures.



Caring for Everyone,
Learning Together,
Achievement for All

‘Love one another with genuine affection; delight in honouring each other with mutual respect.’

Romans 12:10.

This policy is based on the Christian principles, values and beliefs that underpin everything we do at Beetham Church of England Primary School.

Approved by	
Name:	John Lomax
Position:	Chair of Governors
Signed:	
Date:	1 st January 2023
Review date:	1 st January 2024

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1. Statement of Intent

These procedures apply to every employee here at Beetham CE Primary School with managers responsible for implementation and governors responsible for ensuring that the necessary resources are available. At this school there is:

- a commitment by the governing body and senior leadership team to protecting the health, safety, and wellbeing of all employees;
- recognition that organisational wellbeing and employee wellbeing are interdependent, and that workplace stress is a health and safety issue;
- a clear understanding of the importance of identifying and reducing workplace stressors, and
- a commitment to a whole-school approach to mental health and wellbeing in education.

2. Definition of Wellbeing and Stress

There are several different definitions of 'wellbeing', but essentially it is:

"the subjective state of being healthy, happy, contented, comfortable and satisfied with one's quality of life. It includes physical, material, social, emotional ('happiness'), and development and activity dimensions". – Waddell and Burton (2006).

The Health and Safety Executive definition of work-related stress is:

"the adverse reaction people have to excessive pressure or other types of demand placed on them at work".

We acknowledge that while stress is not a recognised medical condition, it can trigger mental health issues which are, such as anxiety and depression, and life-threatening physical ill-health such as hypertension (high blood pressure) and heart disease.

3. Procedures

The practical steps we take to manage wellbeing and the risks of work-related stress include the following:

- Trying to identify all workplace stressors and conducting risk assessments to eliminate or control the risks from work related stress. We do this by:
 - developing a whole-school mental health and wellbeing approach to the curriculum, and work and workplace organisation;
 - conducting regular staff appraisal and review meetings where managers pay particular attention to indicators of stress;
 - having an "open door policy" whereby staff know that they can raise concerns as necessary;
 - conducting a whole staff wellbeing survey periodically and acting appropriately on the results to improve wellbeing (see Appendix A for an example); and
 - carrying out a risk assessment aimed at controlling particular hazards to wellbeing where they are identified. The broad risk assessment we have carried can be found at Appendix B
- Providing training for all managers and supervisory staff in good management practices;
- Providing confidential counselling for staff affected by stress caused by either work or external factors through our occupational health service;
- Providing adequate resources to enable managers to implement the agreed stress management strategy. We recognise that this is not just money but time and other support such as collaborative working.

4. Responsibilities

4.1 Managers

Every manager has responsibility for the management of wellbeing and work-related stress including:

- conducting and implementing the recommendations of risks assessments within their jurisdiction;

- ensuring good communication between management and staff, particularly where there are organisational and procedural changes;
- ensuring staff are fully trained to discharge their duties;
- ensuring staff are provided with meaningful developmental opportunities;
- monitoring workloads to ensure that people are not overloaded.
- monitoring working hours and overtime to ensure that staff are not overworking;
- attending training as requested in good management practice and health and safety;
- ensuring that bullying and harassment is not tolerated within their jurisdiction;
- being vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.

All managers are all encouraged to follow the “10 Tips for Managers to Reduce Organisational Stress” and a copy is provided at Appendix C.

4.2 Occupational Health and Safety

In choosing an occupational health provider we looked for one that offered;

- specialist advice and awareness training on stress;
- training and support for managers in implementing stress risk assessments;
- support for individuals who have been off work with stress and advise them and their management on a planned return to work;
- referrals to workplace counsellors or specialist agencies as required;
- monitoring and review of the effectiveness of measures to reduce stress;
- updates to the employer (and any health and safety committee) of any changes and developments in the field of stress in the workplace.

If any member of staff feels that they need occupational health services support with their wellbeing or work-related stress they should contact Abi Johnson or Rachel Shaw.

4.3 Human Resources

Our Human resources provider is Capita. They are responsible for:

- Providing guidance to individual managers on application of the stress policy;
- Collation of relevant staff data and statistics to assist in monitoring the effectiveness of measures to address stress;
- Giving advice to managers and individuals on training requirements;
- Providing continuing support to managers and individuals in a changing environment and encourage referral to occupational workplace counsellors where appropriate.

4.4 Employees

Section 7 of the Health and Safety at Work Etc. Act (1974) states that every employee has a legal duty to “cooperate with his employer” and “to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work”; and Section 14 of the Management of Health and Safety at Work Regulations (1999) states that every employee has a legal duty to inform their employer of issues that may affect health, safety and welfare in the workplace. All staff are informed of these responsibilities as part of their induction and employees understand that they should:

- raise issues of concern with their line manager or HR Manager; and
- accept opportunities for training and counselling when recommended.

Section 6 – Change	Always	Often	Sometimes	Rarely	Never	N/A	RNS
1. I am satisfied with the information I receive about change, why it is necessary, and how it affects my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I feel I am consulted and have enough opportunity to influence proposals about change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I feel that school handles change well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 7 – Home/Work Life	Yes	No	Rather not say
1. My home or social life is negatively affected by things that happen in work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My work is negatively affected by things that happen in my home life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have suffered from work-related stress, anxiety, or depression in the last year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I have had time off work due to work-related stress, depression, or anxiety in the last year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 8 - Improving Work and the Good Things
Suggestions that I feel would give the biggest improvement to my wellbeing at work include...
The most important factors that adversely affect my wellbeing at work include...
The best things about my work here are...

Name of School:	Complete with this information before issuing to staff	
No part of this questionnaire is compulsory. The information in this box helps to analyse the data to see if there are gender different experiences in the workplace and whether managers or teaching or facilities or administrative staff are at more risk than other staff in certain areas of work.		
Name of Department (if applicable):		
I am (please delete/circle) Teaching Non-teaching Facilities Administrative	I am (please delete/circle) Male Female Other	I am a manager (please delete/circle) Yes No

If there is anything else related to your work that may be causing you harmful stress, or if you have any further constructive comments to make, please continue overleaf or on a separate piece of paper.

Thank you for taking the time to complete this questionnaire.

If you feel overwhelmed, unable to cope or would just like to talk about your feelings and wellbeing further, the resources overleaf might be helpful.

Sources of support:

Name of the person in school who staff can turn to for wellbeing support.

www.nhs.uk/every-mind-matters/ - expert advice and practical tips to help you look after your mental health and wellbeing and help to kickstart better health from www.nhs.uk/better-health/

www.mind.org.uk or www.minded.org.uk - Tel: 0300 123 3393 (M-F 9am–6pm) | Email: info@mind.org.uk

www.samaritans.org - Tel: 116 123 (24hrs) | Email: jo@samaritans.org (24hr response time).

www.educationsupport.org.uk - free helpline for all serving and retired teachers, lecturers, and other staff in education - 08000 562 561 (24hrs) | Txt: 07909 341229 (24hr response time)

www.thecalmzone.net – The Campaign Against Living Miserably – Tel: 0800 58 58 58 (7 days 5pm-midnight).

PLEASE AMEND THIS RETURN INFORMATION IF YOU ARE MANAGING IT YOURSELF

Return completed surveys to: kym@kymallanhsc.co.uk or fax to **01228 210153** or send via post to
Kym Allan Health & Safety Consultants Ltd., 3-4 Citadel Row, Carlisle, CA3 8SQ

10 Tips for Managers to Reduce Organisational Stress

1. Adopt the attitude that stress is not a weakness, and develop this culture.

Nobody is perfect! We all have too much pressure from time to time, and stress can result given an accumulation of circumstances. Foster the mind-set that it is not a weakness, but a strength to admit it and do something about it.

2. Ensure you are not suffering from stress yourself.

A stressed manager has a 'knock-on effect' throughout the organisation. Dealing with stress will prevent your staff from suffering, and results in a more relaxed and productive atmosphere.

3. Analyse your management style and behaviour.

Ask yourself (honestly) if it might cause any stress. Good management is the best way to reduce work-related stress. A good manager:

- ensures they have a realistic understanding of workloads and the timeframes it should take;
 - sets individual work objectives and targets, and consults and discusses before setting them;
 - gives clear, effective instructions;
 - ensures they define roles and tasks adequately and discusses priorities;
 - prepares staff for times of high workload;
 - varies work and provides opportunities for staff to influence their jobs if possible;
 - delegates effectively and fairly;
 - ensures staff have adequate training and mentoring to do a good job;
 - gives fast, balanced feedback and constructive criticism where necessary;
 - is open, approachable and flexible;
 - takes responsibility for their own mistakes;
 - communicates effectively in all forums from 1:1s to staff briefings;
 - is enthusiastic about the school and work and is a role model of good practice
- Which of these could you improve upon?***

4. Ensure the working environment is suitable

One that is too hot, cold, noisy, crowded etc. can be a significant stressor. Some issues may be impossible to eliminate, but there are often small adjustments that can alleviate the situation.

5. Help staff cope with all change, no matter how big or small it may seem to you

Listen to the views of staff *before* implementing a change. Explain why change is necessary and update staff regularly to ensure clarity and alleviate any fears. Identify those resistant to change and help them to acceptance. Listen to doubts and fears, be reassuring but honest and boost self-esteem wherever possible. Monitor progress closely during and after change.

6. Improve Communications

Keep staff as informed about change and any forthcoming major decisions. Listen *and* hear what they are saying. Visibly act on any good ideas staff suggest for improvements. Talk to staff informally and regularly to remain approachable if anyone is experiencing problems.

7. Put yourself in your staff's shoes

What causes your staff stress may be healthy pressure to you, but don't belittle it. If it's not a problem for you it does not mean it's not a problem for them. Don't forget that they may be able to readily deal with issues that cause you stress.

8. Do regular risk assessments to check staff are not being subjected to work-related stress

9. Keep your training on managing people and work-related stress up to date and encourage staff to attend courses on managing their own wellbeing

10. Create an overall environment that promotes well being

Relaxed and happy staff will work more effectively, increasing the organisation's performance and productivity.